

Chapter 3: Economic Development

Introduction

Economic development, defined by the International Economic Development Council, is:

“The process of creating wealth through the mobilization of human, capital, physical and natural resources to generate marketable goods and services. The economic developer’s role is to influence the process for the benefit of the community through expanding job opportunities and the tax base.”

Or simply put, it is the process of creating and maintaining a stable local economy. A key element of economic development, not mentioned within the definition, is the long-term requirement of maintaining the stability of the economy. It is not an overnight, nor a static process. The local economy must be diverse and capable of adapting to changes in regional, national and international markets.

Purpose

This element provides local government with an inventory and assessment of the city’s economic base, labor force characteristics, local economic development resources, and a framework to promote change within the local economy. The inventory identifies trends and characteristics of the local labor force, the economic base of the community, and local economic development programs, tools and resources. The assessment determines the adequacy of the local economy and identifies areas of strength and weakness for the local government to address in implementing its strategy.

There is a deficiency of data at the municipal level, and many datasets are derived from county level information.

Many forces affecting Hoschton’s economy are beyond the control of the local government. However, there are factors that the local government can affect and manage to direct the city towards its economic goals. This element examines the evolution of the local economy over the past decade and addresses the city’s strategy to develop a sustainable economic environment that achieves the following overall goals:

- Job Creation and Retention
- Downtown Preservation and Revitalization
- Increase in Tax Revenue Through Economic Development Initiatives

Organization

The outline of this element follows the minimum planning standards set forth by the Georgia Department of Community Affairs. The first section examines the economic base of the county and discusses employment and earnings by sector, average weekly wages, derivation of personal income, and major and unique economic activities that have occurred in the county since the previous plan update. Data is derived from census records, State Department of Labor, the City of Hoschton, and Woods and Poole Economics, Inc. forecasts.

The second section provides an inventory of the local labor force identifying occupational statistics, employment status, unemployment rates, and commuting patterns. Data sources include census records and State Department of Labor reports.

The third section inventories all local economic development resources including agencies, programs and tools that help facilitate economic development throughout the county. This information has been obtained from the Northeast Georgia Regional Development Center (NEGRDC) and the City of Hoschton.

The fourth section discusses potential constraints that may affect the implementation of the economic development strategies. Each of these issues are discussed in terms of the impediments they pose on the city's ability to implement the plan.

The final section is a description of the needs and goals identified by the city and the policy measures required to achieve those goals. It also presents an assessment of the existing economy analyzing the economic base, labor force and economic development programs. The analysis captures the city's strengths and weaknesses and presents a strategy for achieving and maintaining economic stability.

Economic Base

A community's economic base refers to two main economic sectors of a community and their ability to serve non-local (referred to as the basic sector) and local (referred to as the non-basic sector) markets. The sectors are linked in two ways. First, the basic sector purchases goods and services directly from the non-basic sector. Second, basic sector employees purchase goods and services from the non-basic sector.

Conventional economic base theory discusses the notion of a multiplier effect. It theorizes that an increase in basic industry income generates an increase in total income for the community because of the extensive linkages between the basic and non-basic sectors. Using this theory, the industries most crucial to economic growth and stability are those that produce goods and services sold outside the community.

This section inventories both the basic and non-basic sectors of the Hoschton economy. The inventory includes information on employment and earnings, wages, personal income, and major and unique economic activities. Further analysis is provided in the final section, "Needs, Goals and Local Assessment."

Notes:

- All census data referring to employment represents the employment status of Hoschton residents.
- Information contained in the Economic Analysis section represents all employment located in Hoschton.
- Forecasts were done on five-year intervals beginning with 2000 census data and extending outwards to 2025.
- All forecasts beyond the year 2010 are reported as constant because the city feels that it will have built out by this time with no additional space for residential expansion without further annexations or major shifts in development densities.

Employment and Earnings

Sector Employment

Much of the following analysis refers to the term "sector". The federal government classifies local industries and businesses into nine major industrial sectors as follows:

- Farm/Forestry/Fishing/Hunting/Mining
- Construction
- Manufacturing
- Transportation, Communication, Public Utilities
- Wholesale Trade
- Retail Trade
- Finance, Insurance, Real Estate
- Services
- Government

Each sector is a compilation of the full range of economic activities relating to that sector, as defined by the North American Industrial Classification System (NAICS formerly the Standard Industrial Classification System, or SIC).

The nature of Hoschton's economy has changed drastically over the past century. The Hosch brothers established the first store in Hoschton in 1865. Much of the early commercial activity in the town was associated with the completion of the Gainesville/Jefferson/Social Circle railroad, which ran through Hoschton, in 1882.

The town's main economic role in the late 1800's and into the beginning of the twentieth century was as an agricultural market, primarily cotton and fruit and vegetables.

Hoschton developed as a railroad town and has retained its historic rail depot as a community landmark. The city's downtown square developed across from the depot and provided the center of the community's commercial activity. Much of the historic city square remains and houses a number of local businesses as well as the local government offices and police department.

Refer to Table and Figure 1 for numerical data on Hoschton's employment totals and to Table and Figure 2 for state employment totals.

Farm/Forestry/Fishing/Hunting/Mining

The farming sector can be defined as: *"all establishments such as farms, orchards, greenhouses, and nurseries primarily engaged in the production of crops, plants, vines, trees (excluding forestry operations), and specialties such as sod, bulbs, and flower seed. It also includes all establishments such as ranches, dairies, feedlots, egg production facilities, and poultry hatcheries primarily engaged in the keeping, grazing or feeding of cattle, hogs, sheep, goats, poultry of all kinds, and special animals such as horses, bees, pets and fish in captivity."* Woods and Poole Economics, Inc.

The Forestry/Fishing/Hunting sectors can be defined as: *"establishments primarily engaged in performing soil preparation, crop services, veterinary services, farm labor and management, and horticultural services. Forestry includes establishments engaged in the operation of timber tracts, tree farms, forest nurseries, and related activities such as reforestation. Fisheries include commercial fishing (including shellfish) and commercial hunting and trapping."* Woods and Poole Economics, Inc.

The Mining sector can be defined as: *"establishments primarily engaged in the extraction, exploration, and development of coal, oil, natural gas, metallic minerals (such as iron and copper), and nonmetallic minerals (such as stone and sand). Mining does not include refining, crushing, or otherwise preparing mining products; this activity is classified as manufacturing."* Woods and Poole Economics, Inc.

Hoschton's agricultural prominence began to wane in the mid-1900's. Residential development, associated with the 1990's, has all but eliminated productive agricultural land within the town's boundary. By 1990 local employment in these industries represented only 6.2% of total employment. This figure decreased further in 2000, representing only 0.6% of the local labor force.

Construction

The construction sector is defined as: *"establishments engaged in building new structures and roads, alterations, additions, reconstruction, installation, and repairs. It includes general contractors engaged in building residential and non-residential structures; contractors engaged in heavy construction, such as bridges, roads, tunnels, and pipelines; and special trade construction, such as plumbing, electrical work, masonry, and carpentry. Employment is counted at the fixed place of business where establishment-type records are maintained and not at the job site. Establishments engaged in managing construction projects are classified under services. Establishments engaged in selling and installations of construction material are generally classified under trade, except for materials such as installed elevators and sprinkler system. The installation of pre-fabricated building materials is included in construction."* Woods and Poole Economics, Inc.

Construction activity is generally cyclical and dependent on a variety of external variables such as, interest rates and housing demand. Also a factor is the increased mobility and specialization of construction companies, enabling them to compete in an expanded market. While the city saw an overall increase in construction employment from 40 in 1990 to 47 in 2000, the overall employment percentage decreased from 13.1% to 9.5%.

Manufacturing

The manufacturing sector can be defined as: *“establishments engaged in the mechanical or chemical transformation of materials or substances into new products. Included in manufacturing are establishments engaged in assembling component parts in or associated with structures, and those engaged in blending materials such as lubricating oils or liquor. Broadly defined, manufacturing industries include: food processing;; tobacco products; textile mill products; apparel; wood products; furniture; paper; printing and publishing; chemicals; petroleum refining; rubber and plastics; leather, aluminum; machinery, including computers, office equipment, and engines; electronics and electrical equipment; transportation equipment; instruments; and miscellaneous industries, such as jewelry, musical instruments, and toys.” Woods and Poole Economics, Inc.*

The manufacturing sector was the largest employer in Hoschton in 1990. Over the past 10 years employment levels have consistently declined as the economy has shifted away from the traditional manufacturing industries. The 1990 employment figures reported that 63 employees were engaged in manufacturing activity, or 20.7%. The 2000 numbers report a greater number employed in the sector, 72, but this number now represents only 14.5% of the total

Transportation, Communication, Public Utilities

The transportation, communication, public utilities sector can be defined as: *“establishments providing, to the general public or to other business enterprises, passenger and freight transportation, communications services, or electricity, gas, steam, water, or sanitary services, and all establishments of the Postal Service.” Woods and Poole Economics, Inc.*

This sector has increased since 1990 and currently employs 40 persons, or 8.0% of all employees. As public utilities expand to serve the increased population and the Information and Communication industries continue to grow this sector should continue to expand.

Wholesale Trade

The wholesale trade sector can be defined as: *“establishments primarily engaged in selling merchandise to retailers, industry, other wholesalers or brokers. The merchandise sold by wholesalers includes all goods used by institutions such as schools and hospitals, as well as virtually all goods sold at the retail level. The three main types of wholesalers are merchant wholesalers; sales branches of manufacturing, mining, or farm companies; and agents, merchandise or commodity brokers, and commission merchants.” Woods and Poole Economics, Inc.*

Wholesale trade employment figures represent a small component of Hoschton's industrial sectors. The location adjacent to Braselton, an attractive wholesale trade location, diminishes the attractiveness of Hoschton as a warehousing location. Employment totals increased slightly from 13, representing 4.3%, in 1990 to 21, representing 4.2% in 2000.

Retail Trade

The retail trade sector can be defined as: *“establishments engaged in selling merchandise for personal or household consumption and rendering services incidental to the sale of goods. Buying goods for resale to the consumer is a characteristic of retail trade establishments that distinguishes them from agricultural and extractive industries. Retail establishments include hardware stores, garden supply stores, and mobile home dealers; department stores; food stores, including supermarkets, convenience stores, butchers, bakeries, and fruit stands; automobile dealers; gasoline service stations; apparel and accessory stores; furniture and home furnishing stores, including electronics and home appliances; eating and drinking places.” Woods and Poole Economics, Inc.*

The level of retail activity has increased significantly over the past ten years, keeping pace with the rapid population growth. Retail trade now represents the second largest employment sector in Hoschton. In 2000 retail trade employed 77 persons, representing 15.5%. This has increased from a total of 31 employees in 1990, to 77 in 2000. The overall percentage increased from 10.2% in 1990 to 15.5% in 2000.

Finance, Insurance, Real Estate (FIRE)

The FIRE sector can be defined as: *“establishments, depository institutions, such as commercial banks, savings and loans, and foreign banks; credit institutions; holding companies not engaged in operation; investment companies; brokers and dealers in securities and commodity contracts; security and commodity exchanges; carriers of all types of insurance; insurance agents and insurance brokers; real estate operators including operators of nonresidential facilities, apartments, other residential properties, mobile home parks and railroad properties; real estate agents and managers; title offices; and developers not engaged in construction.” Woods and Poole Economics, Inc.*

The FIRE sector has increased from 16 employees in 1990, representing 5.2%, to 25 employees reported in 2000, representing 5.0%.

Services

The service sector can be defined as: *“establishments primarily engaged in providing services for individuals, businesses, governments, and other organizations. Service industries include: hotel and other lodging places; personal services; business services; automobile repair and automobile services; entertainment services; health services; legal services; education services; social services provided in privately owned establishments; private museums and zoos; membership organizations; professional services, and public relations; and private household employment.” Woods and Poole Economics, Inc.*

Hoschton's economy has reacted as many others around the nation with employment patterns shifting from the manufacturing to the services sector. In 2000 services represented the largest employment sector with 184 employees, representing 36.0%, compared with 49, representing 16.1%, in 1990.

Public Administration

The public administration sector can be defined as: *“all government workers regardless of their establishment classification includes executive offices and legislative bodies; courts; public order and safety; correctional institutions; taxation; administration and delivery of human resource programs such as health, education and public assistance services; housing and urban development programs; environmental programs; regulators, including air traffic controllers and public service commissions; and other government agencies.” Woods and Poole Economics, Inc.*

The population increase in Hoschton has resulted in a corresponding increase in government employees needed to adequately serve the local constituents. Employment increased from 16, representing 5.2%, in 1990 to 28, representing 5.6%, in 2000.

Table 1
City of Hoschton Employment by Sector 1990-2025

Category	1990	1995	2000	2005	2010	2015	2020	2025
Total	305	394	497	686	1,408	1,408	1,408	1,408
Farm/Forestry/Fishing/Hunting/Mining	19	12	3	4	7	7	7	7
Construction	40	52	47	65	84	84	84	84
Manufacturing	63	81	72	99	127	127	127	127
TCU	25	32	40	55	141	141	141	141
Wholesale Trade	13	17	21	29	56	56	56	56
Retail Trade	51	66	77	106	218	218	218	218
FIRE	16	21	25	35	77	77	77	77
Services	62	92	184	254	598	598	598	598
Government	16	21	28	39	99	99	99	99

Source: U.S. Bureau of the Census; NEGRDC Calculations

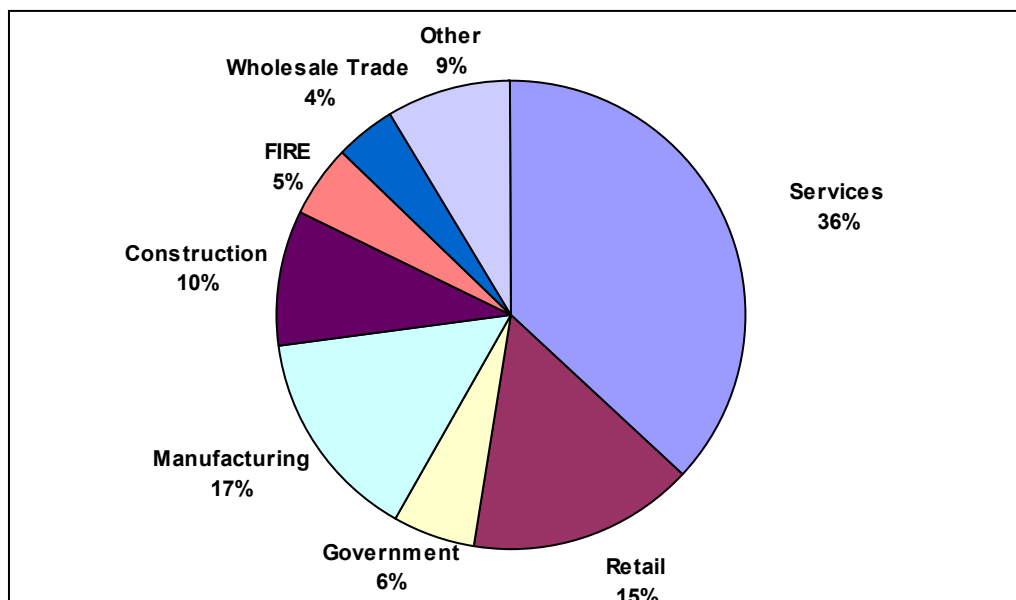
*TCU refers to the Transportation/Warehousing, Communication/Information, and Public Utilities sectors.

*FIRE refers to the Finance, Insurance, and Real Estate sector.

*Services aggregates the Professional, scientific, management, administrative, and waste management services; Educational, health and social services; Arts, entertainment, recreation, accommodation, and food services; and Other services.

*Forecasted totals are based on shifting employment percentage shares for each of the sectors based on economic trends and computed by multiplying average employees per household by number of households illustrated in Chapter 5.

Figure 1
City of Hoschton 2000 Employment by Sector (%)



*Other combines employment figures of the Farm/Forestry/Fishing/Hunting and Mining, and Transportation, Communication, and Public Utilities Sectors.

*Government includes Federal Civilian, Federal Military, and State and Local levels of government.

Table 2
Georgia Employment by Sector 1990-2025 (X 100)

Category	1990	1995	2000	2005	2010	2015	2020	2025
Total	36,906	42,293	48,405	52,391	56,257	60,121	63,898	67,512
Farm/Forestry/Fishing, Hunting/Mining	1,164	1,129	1,361	1,397	1,432	1,468	1,505	1,540
Construction	2,123	2,361	2,835	3,020	3,181	3,329	3,472	3,613
Manufacturing	5,725	6,034	6,156	6,299	6,429	6,537	6,614	6,659
TCU	2,163	2,419	2,893	3,162	3,405	3,626	3,815	3,965
Wholesale Trade	2,282	2,425	2,835	3,100	3,347	3,594	3,835	4,064
Retail Trade	6,066	7,249	8,147	8,797	9,430	10,047	10,631	11,165
FIRE	2,449	2,692	3,208	3,457	3,694	3,921	4,131	4,316
Services	8,766	11,254	13,979	15,706	17,441	19,260	21,129	23,010
Federal Civilian Government	1,030	983	927	924	925	928	931	936
Federal Military Government	907	947	948	947	946	945	945	944
State and Local Government	4,230	4,699	5,116	5,581	6,027	6,464	6,890	7,300

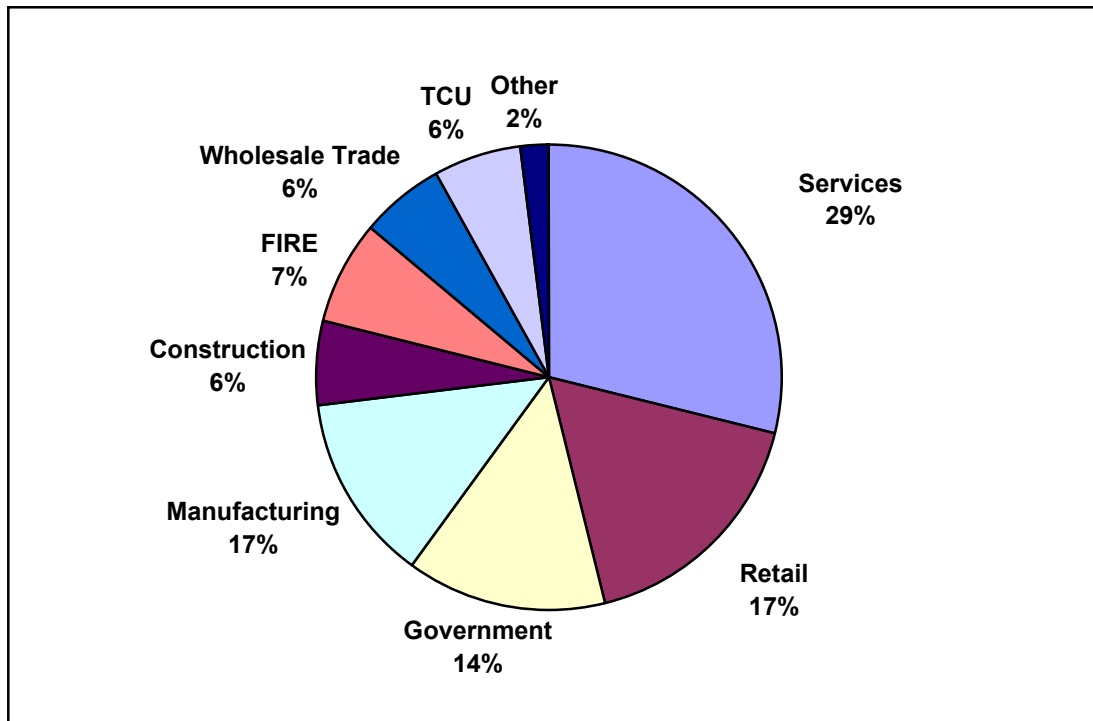
Source: Woods & Poole Economics, Inc.

*TCU refers to the Transportation/warehousing, Communication/information, and Public Utilities sectors.

*FIRE refers to the Finance, Insurance, and Real Estate sector.

*Services aggregates the Professional, scientific, management, administrative, and waste management services; Educational, health and social services; Arts, entertainment, recreation, accommodation, and food services; and Other services.

Figure 2
Georgia 2000 Employment by Sector (%)



*Other combines employment figures of the Farm/Forestry/Fishing/Hunting and Mining Sectors.

*Government includes Federal Civilian, Federal Military, and State and Local levels of government.

The most striking differences between state and local employment percentages relate to the government and services sectors. Because Hoschton is a relatively small city it does not have the same level of government services illustrated within the state figures. Also the lack of federal and state government offices within the city contribute to the low percentage.

The difference in the service sector illustrates its importance in Hoschton's labor force. The highly educated and mobile labor force is increasingly employed in professional service occupations, generally paying above average wages.

The contrast in percentages for the wholesale trade sector is better defined by Hoschton's proximity to Braselton. Braselton's location adjacent to the Interstate-85 corridor provides greater opportunity for wholesale trade industries to locate there rather than in Hoschton.

Sector Earnings

Earnings represent the total of wages, salaries and other earned income paid to employees of businesses and industries in a given geographic area. This section examines trends in sector earnings for both the city and state, and forecasts earnings for each sector through the year 2025. Refer to Table and Figure 3 for town earnings and 4 for state data.

Since 1990 the total earnings reported by local industries and businesses in Hoschton has grown by 109% from \$6.056 million in 1990 to \$12.644 million in 2000 (dollar figures are reported in 2000 constant dollars). This figure is greater than the 63% increase in total employment over the same time period. On average, Hoschton employees are earning higher wages today than they were in 1990.

The two leading sectors in earnings percentage for the city are the services (35%) and manufacturing (16%). The two combined represent over half of the total earnings. Both sectors are expected to continue providing the majority of earnings, however the reliance on manufacturing earnings should decrease slightly as the services sector continues to expand within the city.

Overall, the city reflects similar percentages as the state based in large part because of the high percentage of educated workers residing in Hoschton. The higher percentage of earnings reflected in the government sector for the state is a result of the lack of state and federal government offices in Hoschton.

There was no readily available municipal data to determine overall earnings. To determine these figures, employment figures were multiplied by the average weekly wage for each sector determined for Jackson County to aggregate the municipal earnings.

Table 3
City of Hoschton Earnings by Sector 1990-2025 (X 1,000)

Category	1990	1995	2000	2005	2010	2015	2020	2025
Total	6,791	10,024	12,644	17,453	35,821	35,821	35,821	35,821
Farm/Forestry/Fishing/Hunting/Mining	462	227	56	76	132	132	132	132
Construction	1,129	1,499	1,356	1,877	2,424	2,424	2,424	2,424
Manufacturing	1,416	2,205	1,962	2,697	3,459	3,459	3,459	3,459
TCU	638	1,167	557	2,007	5,146	5,146	5,146	5,146
Wholesale Trade	202	451	1,237	769	1,485	1,485	1,485	1,485
Retail Trade	562	1,058	1,460	1,702	3,503	3,503	3,503	3,503
FIRE	371	521	620	868	1,910	1,910	1,910	1,910
Services	1,576	2,295	4,593	6,340	14,925	14,925	14,925	14,925
Government	332	602	802	1,117	2,837	2,837	2,837	2,837

Source: U.S. Bureau of the Census; NEGRDC Calculations

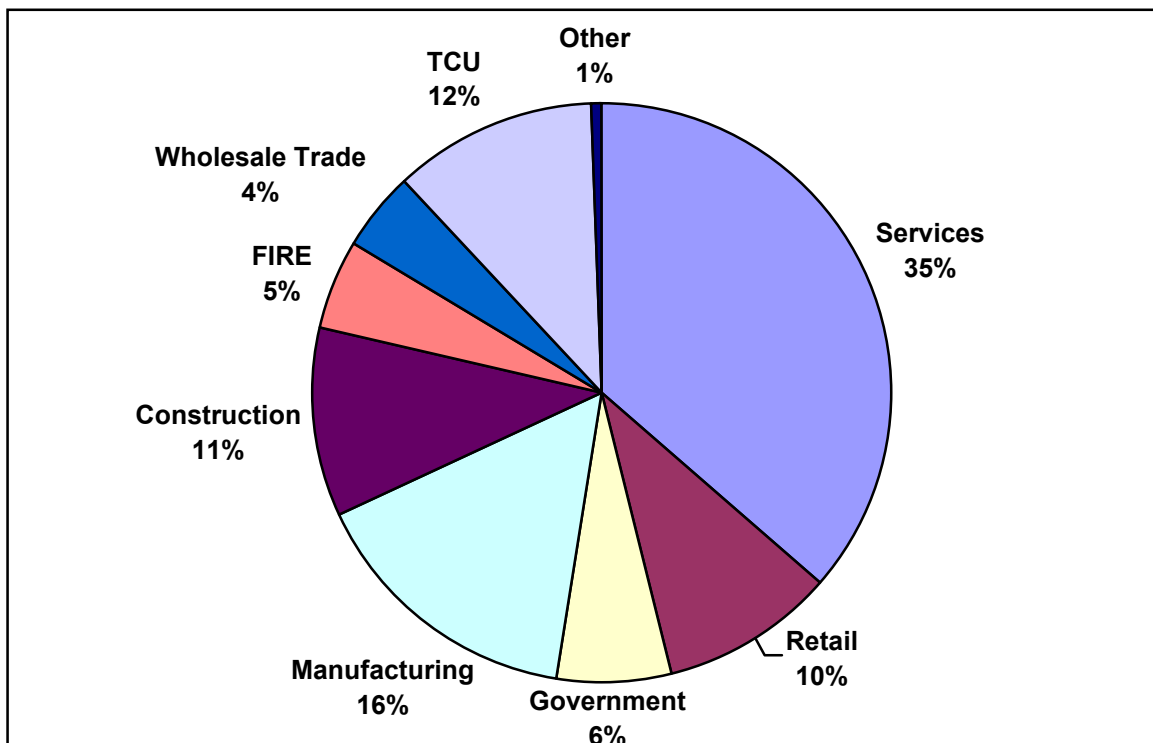
*TCU refers to the Transportation/warehousing, Communication/information, and Public Utilities sectors.

*FIRE refers to the Finance, Insurance, and Real Estate sector.

*Services aggregates the Professional, scientific, management, administrative, and waste management services; Educational, health and social services; Arts, entertainment, recreation, accommodation, and food services; and Other services.

*Forecasted totals are derived by multiplying average earnings per employee by the forecasted number of employees per sector.

Figure 3
City of Hoschton 2000 Earnings by Sector (%)



*Other refers to earnings from the Farm/Forestry/Fishing/Hunting and Mining Sectors.

*Government includes Federal Civilian, Federal Military, and State and Local levels of government

Table 4
Georgia Earnings by Sector 1990-2025 (X 100,000)

Category	1990	1995	2000	2005	2010	2015	2020	2025
Total	102,642	123,514	157,037	178,093	199,848	222,606	245,945	269,434
Farm/Forestry/Fishing Hunting/Mining	2,240	2,754	2,846	3,123	3,413	3,719	4,039	4,369
Construction	5,975	6,661	8,829	9,693	10,490	11,253	11,997	12,728
Manufacturing	17,974	20,801	23,821	25,923	28,002	29,978	31,782	33,368
TCU	8,981	11,644	15,095	17,259	19,388	21,490	23,473	25,358
Wholesale Trade	9,091	10,085	13,433	15,109	16,737	18,399	20,049	21,651
Retail Trade	9,414	11,217	13,631	15,087	16,557	18,031	19,472	20,843
FIRE	6,601	8,476	13,360	14,277	16,258	18,271	20,247	22,117
Services	22,532	30,045	42,216	50,430	59,371	69,323	80,183	91,809
Federal Civilian Government	4,781	5,147	5,322	5,498	5,670	5,915	6,139	6,372
Federal Military Government	2,765	3,080	3,305	3,452	3,602	3,755	3,912	4,071
State and Local Government	12,287	13,603	16,179	18,243	20,332	22,473	34,651	26,846

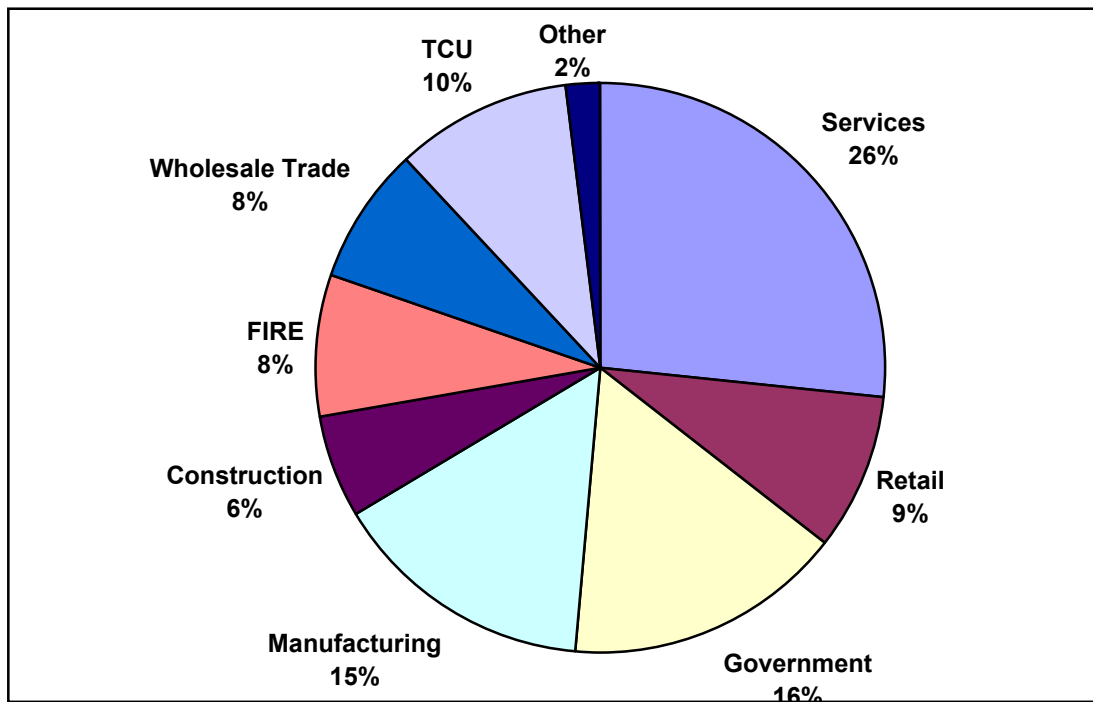
Source: Woods & Poole Economics, Inc.

*TCU refers to the Transportation/warehousing, Communication/information, and Public Utilities sectors.

*FIRE refers to the Finance, Insurance, and Real Estate sector.

*Services aggregates the Professional, scientific, management, administrative, and waste management services; Educational, health and social services; Arts, entertainment, recreation, accommodation, and food services; and Other services.

Figure 4
Georgia 2000 Earnings by Sector (%)



*Other combines employment figures of the Farm/Forestry/Fishing/Hunting and Mining Sectors.

*Government includes Federal Civilian, Federal Military, and State and Local levels of government.

Average Weekly Wages

Another variable to consider when analyzing the local economy is the average weekly wage paid by industrial sector. There is no readily available data at the municipal level, so for sake of comparison the Jackson County averages are used.

Since 1990 the average weekly wage for all industries in Jackson County increased by 16.1%, discounting for inflation, to \$497.00. During the same time frame the state average weekly wage increased by 55%, discounting for inflation, to \$658.00. See Table 5 for a detailed state and county comparison.

The overall percentage increase in Jackson County is well below the state increase, and on average local wages are well below state averages. However, as we have already seen in the section on Sector Employment, Hoschton residents are increasingly employed in higher wage occupations because of the in-migration of a highly educated workforce since 1990. This will be further illustrated in the section addressing the Labor Force.

Of note is that the largest employment sector, services, is decreasing in terms of average weekly wages. The high education levels of the local workforce indicate that local service sector employees are earning higher average weekly wages than Jackson County averages.

Table 5
State and County Comparison
of Average Weekly Wages by Sector

Category	County			State		
	1990	1995	2000	1990	1995	2000
All Industries	428	449	497	424	509	658
Agricultural Services	467	394	363	276	322	403
Mining	-	-	-	589	734	879
Construction	543	514	555	434	508	655
Manufacturing	432	465	524	450	555	721
TCU	647	682	702	603	737	949
Wholesale Trade	394	463	510	603	729	988
Retail Trade	279	282	309	236	275	350
FIRE	445	406	477	544	693	967
Services	489	596	480	414	501	657
Government	399	411	551	460	533	661
Federal	-	-	-	543	666	847
State	-	-	-	451	493	588
Local	399	411	551	387	440	549

Source: U.S. Bureau of Labor Statistics

Sources of Personal Income

Sources of personal income are indicators of how a community obtains its wealth. Table 6 and Figure 5 illustrate actual and percentage income figures respectively. Table 7 and Figure 6 chart the same information for the state.

There are five categories used to analyze the sources of personal income. These categories are defined as followed:

1. **Wage and Salary:** Total income earned as compensation for working or rendering services;
2. **Other Labor Income:** Total employer contributions to private pension or worker's compensation funds;
3. **Proprietor's Income:** Measures total profits earned from partnerships and proprietorships;
4. **Dividends, Investment, Rent and Interest Income (DIRI):** Total income derived from investments and rental property; and
5. **Transfer Payments:** Total income from payments by the government under a variety of different programs including, Social Security, Unemployment Insurance, Food Stamps, Veterans Benefits, to name a few.

Associated with these categories is a category termed **Residence Adjustment Income (RAI)** that relates to the total income within the community. It is a measure of the personal income of local residents earned outside of the community. A positive number indicates that the amount of income earned outside the county by residents is greater than the amount of income earned inside the county by non-residents. Simply put, there are more people commuting out of the community to work than there are commuting in.

This number is reflected in Table 7 and represents a very small percentage of the total state income due to the fact that the majority of state residents work within the state borders. As urbanized areas continue to expand RAI should expand because of proximities to urban markets outside the state that are not currently within feasible commuting distances.

There is not an RAI figure that relates to Hoschton because of insufficient data at the municipal level. However, because of the number of highly educated residents that are commuting outside of the community to work on a daily basis this number can be reasonably expected to represent the greatest portion of the total earnings. Because of the lack of available data all earnings are reported without an RAI factor.

Table 6
Hoschton Total Personal Income by Type (X 1,000)

Category	1990	1995	2000	2005	2010	2015	2020	2025
Total Income	9,743	13,005	25,742	36,406	76,479	76,479	76,479	76,479
Wage and Salary	6,950	9,277	20,773	29,378	61,716	61,716	61,716	61,716
Other	105	140	229	324	680	680	680	680
Proprietor's	1,357	1,811	1,300	1,839	3,862	3,862	3,862	3,862
DIRI	446	595	718	1,015	2,133	2,133	2,133	2,133
Transfer Payments	560	748	927	1,311	2,754	2,754	2,754	2,754

Source: Woods & Poole Economics, Inc.

*DIRI: Dividends, Investment, Rent, and Interest

*Categories do not add to the total because of the contributions paid to social insurance programs

*Forecast totals are derived by multiplying the percentage of households earning each income type by the forecasted total of households and the 2000 total earnings per household.

Figure 5
Hoschton Percentage Personal Income by Type

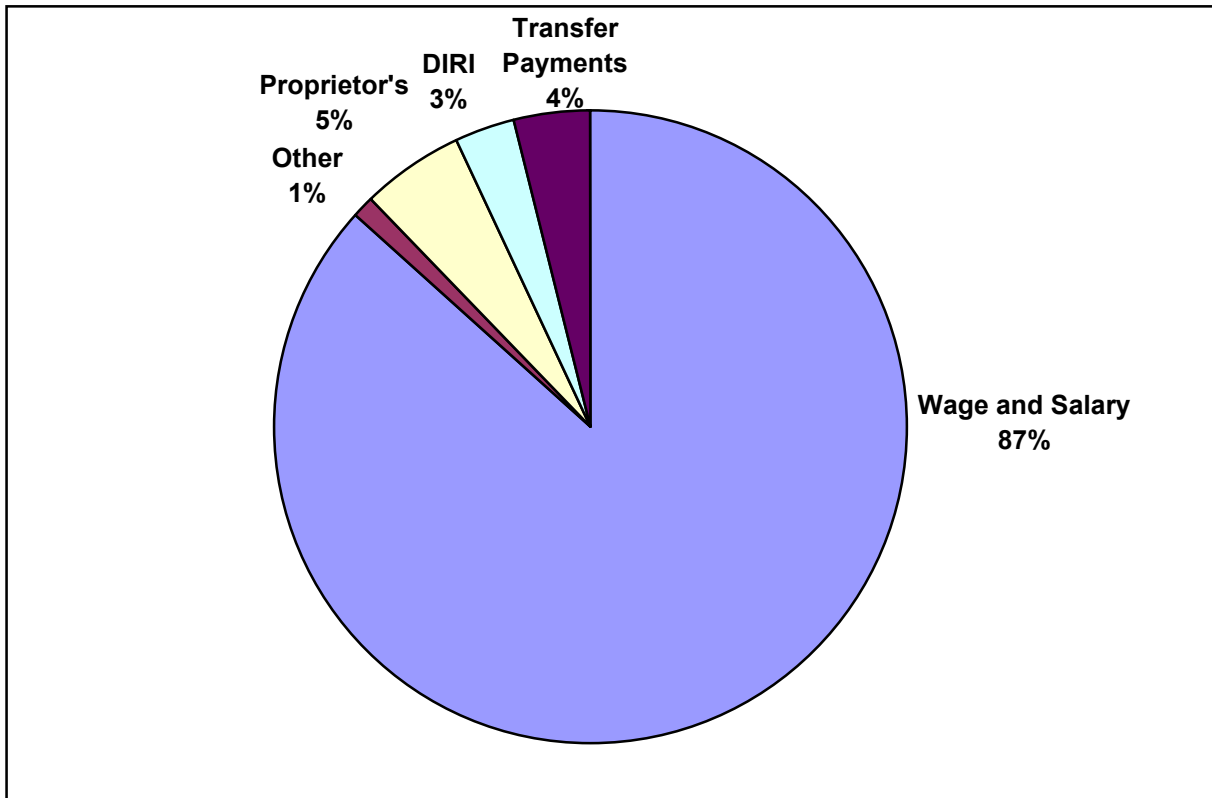


Table 7
Georgia Total Personal Income by Type (X 100,000)

Category	1990	1995	2000	2005	2010	2015	2020	2025
Total Income	134,782	163,230	203,905	231,841	261,193	292,236	324,550	357,693
Wage and Salary	81,356	96,423	124,507	141,630	159,337	177,925	197,065	216,414
Other	11,702	14,092	15,789	17,663	19,551	21,489	23,433	25,344
Proprietor's	9,584	12,999	16,741	18,800	20,960	23,193	25,447	27,675
DIRI	23,367	26,625	32,898	37,038	41,450	46,123	51,043	56,189
Transfer Payments	14,750	20,607	23,416	26,777	30,675	35,210	40,504	46,704
RAI	(136,775)	(245,276)	(331,309)	720,692	1,964,981	3,317,010	4,704,668	6,028,798

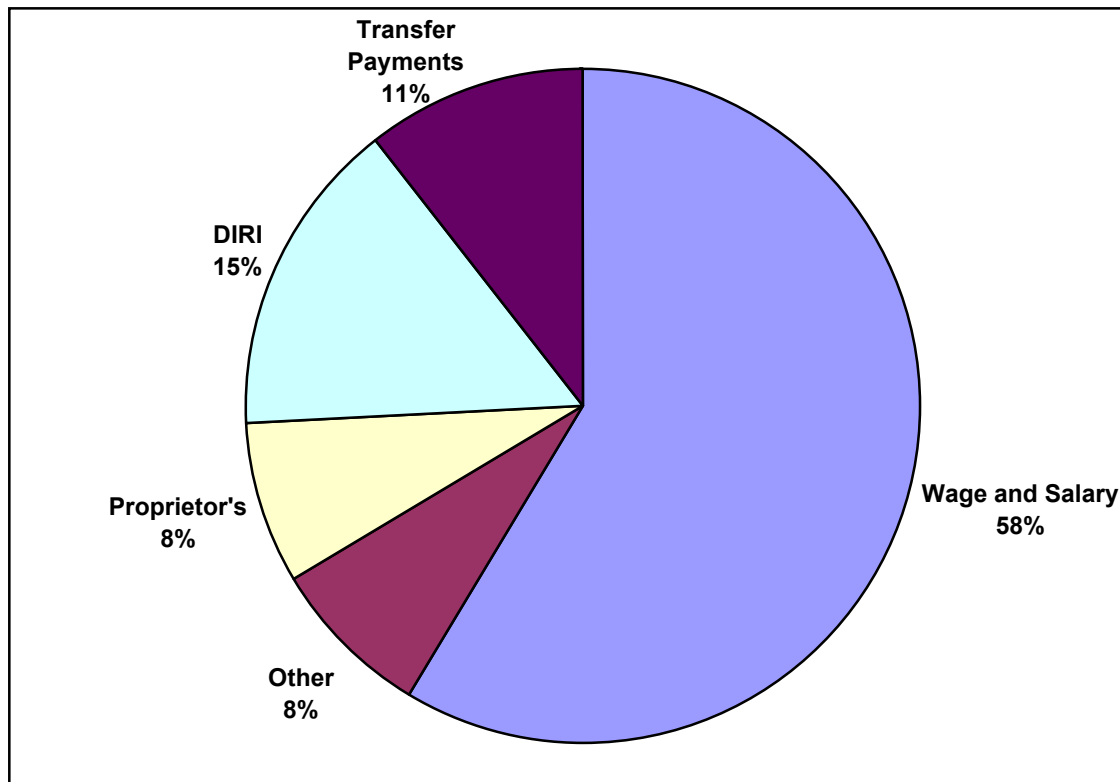
Source: Woods & Poole Economics, Inc.

*DIRI: Dividends, Investment, Rent, and Interest

*RAI: Residence Adjusted Income - *() reflects a negative number

*Categories do not add to the total because of the contributions paid to social insurance programs

Figure 6
Georgia Percentage Personal Income by Type



Major Economic Activities

The City currently houses 482 employment opportunities. Its three largest employers are Georgia Foundation, a concrete contracting firm employing 60 people, Precision Medical Inc., a plastics manufacturing firm employing 50 people, and Atlantic Engineering Group, a fiber optic construction firm employing 37 people.

There have been several other small business startups that have located in Hoschton, the majority of which are located within its business and industrial parks.

Hoschton currently has an abundance of developable industrial and commercial zoned land that will continue to attract businesses looking to establish themselves within a vibrant regional economy.

Unique Activities

The tourism sector is often overlooked in economic development strategies; however it can serve as a major stimulant to a local economy. The main purpose of promoting a local tourism industry is to generate revenue in the community through increased expenditures on goods and services by people outside of the community. In essence, it is an effort to attract consumers from outside the local economy to spend their money inside the local economy.

The emergence of West Jackson County as a major tourist destination has provided the region with a steady stream of income generated by the tourism industry. It's geographic location, situated along Interstate 85 and within the Atlanta Metropolitan area, has made it accessible not only to north Georgia residents, but also to out of state tourists as well. Hoschton's ability to capitalize on the increased tourism levels of the region can diversify the town's economic development initiatives.

Hoschton is rich in historic resources and has its historic rail depot centrally located within its downtown core. The depot was rehabilitated as part of a transportation enhancement project in 2002. Further work in the downtown, through the transportation enhancement program, is scheduled increasing the viability of the downtown commercial district and strengthening the local economy.

Labor Force

Employment by Occupation

Table 8 depicts the percentage of total employment by occupational classification for the Census years 1990 and 2000 (1990 data is aggregated in select categories to account for the 2000 classification system). The table offers a comparison between Hoschton, Georgia, and national figures related to occupational characteristics.

The trend in Hoschton since 1990 has been a shift in employment from the manufacturing sector, and other “blue collar” jobs, to the service sector. This trend is mirrored on the state, as well as the national level. The high percentage of *Management, Professional and Related Occupations* in Hoschton illustrate the high education levels of the workforce. As illustrated in the following table, the Hoschton rates are comparable to both state and national averages.

Despite the large decrease in percentage share of the *Production, Transportation, and Material Moving Occupations* between 1990 and 2000, Hoschton continues to maintain rates approximately equal to or exceeding the state and national averages respectively. Hoschton continues to house a healthy manufacturing economy and the location to the metro Atlanta labor market ensures Hoschton residents access to a wide variety of occupations.

Table 8
Employment by Occupation

Occupation	Percentage of Total Employment					
	1990			2000		
	Hoschton	Georgia	U.S.A.	Hoschton	Georgia	U.S.A.
Management, professional, and related occupations	11.1	28.3	30.1	28.2	32.7	33.6
Service occupations	12.6	12.0	13.2	21.3	13.4	14.9
Sales and office occupations	24.6	28.3	28.1	24.9	26.8	26.7
Farming, fishing, and forestry occupations	4.9	2.2	2.5	0.0	0.6	0.7
Construction, extraction, and maintenance occupations	20.9	12.8	10.7	10.7	10.8	9.4
Production, transportation, and material moving occupations	25.9	16.5	15.4	14.9	15.7	14.6

Source: U.S. Bureau of the Census

Employment Status

Table 9 identifies the labor force participation rates for Hoschton and compares them with state and national averages. The labor force identifies persons 16 years of age and older that are working or seeking work. The 2000 Census population of persons 16 years of age and older was 796 in Hoschton, of which 507 were considered in the labor force. This figure represents a 55% increase over the 1990 labor force total. Over 97% (495) of the labor force participants were employed in 2002.

Hoschton is relatively equal to state and national averages for participation rates, although slightly lower in all categories. Nearly 21% of Hoschton’s population is over the age of 55, accounting for the slight differences in

labor force participation rates. Only the armed forces category is significantly lower than state and national rates due to the fact that there are no significant military installations in the city at the present time.

Table 9
Labor Force Participation Rates

	1990			2000		
	Hoschton	Georgia	U.S.A.	Hoschton	Georgia	U.S.A.
Total in labor force	66.9%	67.9%	65.3%	63.7%	66.1%	63.9%
Civilian labor force	66.3%	66.4%	64.4%	63.7%	65.0%	63.4%
Armed forces	0.6%	1.5%	0.9%	0.0%	1.1%	0.5%
Males in labor force	73.0%	76.6%	74.4%	73.0%	73.1%	70.7%
Females in labor force	61.5%	59.9%	56.8%	55.5%	59.4%	57.5%

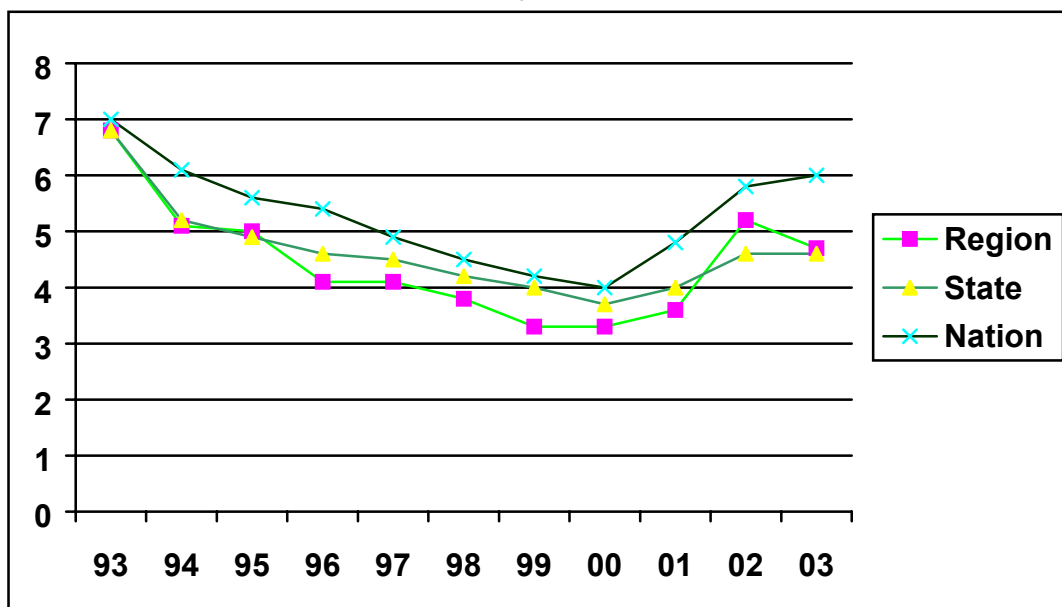
Source: U.S. Bureau of the Census

Unemployment Rates

According to the U.S. Bureau of the Census, Hoschton had a 2000 unemployment rate of 1.3%. Census data are the only available unemployment figures for municipalities under 25,000 population. Therefore, there are no relevant data for Hoschton's unemployment rates and the table illustrates state, national, and northeast Georgia rates (comprising Barrow, Clarke, Elbert, Greene, Jackson, Jasper, Madison, Morgan, Newton, Oconee, Oglethorpe, and Walton counties) for comparison.

Figure 7 illustrates the unemployment rates over the past ten years for the Northeast Georgia Region, Georgia and the nation.

Figure 7
Unemployment Rates



Source: U.S. Bureau of Labor Statistics

Over the past decade the region's unemployment level has remained below both state and national averages. A spike in 2002 illustrates the high unemployment rates experienced in a small number of counties that inflated the overall rate. Historically economists have considered an unemployment rate under five as meaning that virtually everyone in the area that is actively looking for work is able to find it. The abundance of employment opportunity within reasonable proximity to the Metro Atlanta and Athens areas combined with the region's aggressive recruitment of new employers provides Hoschton residents with ample employment opportunity and choice. Such a low rate minimizes the community impacts associated with high unemployment rates including crime, poverty, stress, substance abuse, and domestic violence.

Commuting Patterns

Examining Hoschton's commuting patterns illustrates the challenges that the city faces not only in economic development planning but also dealing with overall land use issues. The city is working to reverse the trend of outward commuters through the recruitment of industry that can take advantage of the local labor force's characteristics. Hoschton not only deals with residents commuting out of the local economy for employment, but also experiences an inflow of daily commuters that fill the majority of the 480 jobs currently reported within the town.

Table 10
Commuting Patterns to Work

Commuting Category	1990	2000
Number of workers	301	495
Percent working in Hoschton	14.9	9.3
Percent working outside Hoschton	85.1	90.7
Mean travel time to work (minutes)	25.5	32.9
% of commuters traveling longer than 30 minutes to work	44.2	59.9
% of workers who worked at home	3.0	1.2
Total number of jobs in town	NA	480
Total number of residents employed in Hoschton	45	46
No vehicles available in household (as % of total households)	9.6	7.3
1 vehicle available in household	24.1	23.5
2 vehicles available in household	34.6	42.5
3+ vehicles available in household	31.6	26.6

Source: U.S. Bureau of the Census; Town of Hoschton

During the period between census years the percentage of the local labor force commuting elsewhere has actually increased by 5.6%. During the same time period mean travel time to work increased by over seven minutes, further illustrated by the fact that 15.7% more daily commuters are traveling greater than thirty minutes to work.

Another indicator of commuting patterns is the jobs-housing balance. A healthy local economy that retains the majority of its workforce within its jurisdiction maintains a jobs-housing ratio of approximately 1.5 jobs per household. The overall ratio relating to jobs actually located in Hoschton is 1.24 jobs per household, well below the average, indicating that Hoschton may be deficient in providing ample employment opportunities for its residents. This is merely one, of many possible, indicators that can be used to help identify potential deficiencies, or gaps, in the local economy and cannot, by itself, determine the effectiveness of local economic development.

If we solely examine the resident workforce increases between 1990 and 2000 in correlation with the housing data in Chapter 5, the data illustrates a similar ratio of 1.27 employed residents per household. The commuting data

illustrates that 93% of the resident workforce leaves the city for employment and is essentially replaced by the same number of workers filling local employment opportunities. This indicates that current employment opportunity in Hoschton may not adequately match the skills of the local labor force.

A contributing factor to this imbalance is the accessibility of Hoschton to major employment markets. This transportation network facilitates automobile access, allowing a mobile workforce to reside or commute elsewhere.

Local Economic Development Resources

Economic Development Agencies

The Jackson County Chamber of Commerce is a nonprofit organization that promotes the entire county, including each of the municipalities. It serves existing businesses through various volunteer committees, including community and economic development. Business membership dues and investment fund the Chamber's activities, which include the promotion of various school education seminars and expanding business opportunities for members. The mission of the Chamber is to serve the needs of its membership and to advance the interest of economic development while enhancing the quality of life in Jackson County.

Several agencies are capable of providing economic assistance to Hoschton. Georgia Power Company's Community Development Department offers Georgia communities development assistance in six program areas: research and information, business retention and expansion, leadership development, downtown revitalization, board governance, industrial location, and demographic and labor market analysis.

The Georgia Department of Industry, Trade and Tourism is another resource for industrial recruitment and tourism development. The University of Georgia Small Business Development Center (SBDC) in Athens provides management consulting for entrepreneurs and conducts marketing analyses and surveys designed to evaluate a community's economic development potential. The Institute of Community and Area Development (ICAD) offers technical assistance, training, and research services for local government community organizations.

Finally, the Northeast Georgia Regional Development Center (RDC) provides assistance in many community development areas. The RDC prepares local comprehensive plans, which includes economic development information for communities, and provides assistance through the administration of various financial grants. Additional services include the preparation of special economic development surveys and evaluations on how to improve, promote or reorganize a segment of the community. The RDC is actively involved in youth job training programs that are designed to employ residents and enhance job skills. The center also has a comprehensive network of elderly-related programs that address social, health and employment needs.

Hoschton needs to develop cooperative relationships with these, or other similar, agencies in order to help promote the city as a viable local economy for business and industry to locate or expand their firms.

Economic Development Programs and Tools

Georgia Power Resource Center, located in downtown Atlanta, introduces prospective industries from other states and countries to the state's economic development resources. Georgia Power's database includes industrial parks and sites located throughout Georgia. The database can display photographs of a site or park and a list of its utility and infrastructure features. The Georgia 100 software is a computer program designed to meet the business needs of companies through geographic analysis. Georgia's SBDCs are equipped with the Georgia 100 program.

Hoschton's linkage to a major transportation network represents a locational advantage in terms of economic development opportunities. Access to interstate and state routes, combined with proximity to major urban markets, provides Hoschton with a competitive advantage over other potential locations. Hoschton also has ample land designated for economic development, minimizing any regulatory hurdles for economic expansion.

Educational and Training Opportunities

Hoschton is located within the Jackson County public school system offering a comprehensive education program from Pre-Kindergarten to Grade 12.

The Lanier Technical College is accredited by the Commission of the Council on Occupational Education. Lanier Tech offers a variety of programs of study tailored to meet the training needs of business and industry in Lanier Tech's eight county service area, which includes Barrow, Hall, and Jackson. Lanier Tech has its main campus in Oakwood, in Hall County with satellite offices in Winder (Barrow County) and Cumming (Forsyth County).

Georgia also has a unique manpower-training concept known as "Quick Start." The state designed this program to train workers for specific, clearly designed jobs in a new or expanding company. Employees learn new skills and receive the opportunity to earn higher pay. Additionally, the company realizes one of its primary goals: increase production with minimum expenditures of time and money.

When a company selects a plant site, the Director of Quick Start from Athens Area Technical Institute and the State Training Coordinator from the Department of Technical and Adult Education, consult with company officials. Together, they discuss the company's manpower needs, job requirements, and start-up schedule. Training coordinators develop a training plan and submit it to the company for approval. Training facilities are set up at Athens Tech or, if more suitable, on the plant site.

The local State Employment Agency in Athens will recruit, test, and screen applicants in accordance with company specifications. Costly recruitment hours are saved and only qualified applicants are referred to the company for final selection and enrollment. Once the company accepts an employee, the trainee begins an on-the-job training program. The trainee is able to contribute to the company but also sharpens his or her skills under the guidance of state-paid instructors.

There are a variety of higher education institutions operating in the vicinity of Hoschton. Included are the University of Georgia, Georgia Institute of Technology, Georgia State University and a variety of Junior and Community Colleges located throughout the region.

The Northeast Georgia Regional Development Center (RDC) provides staff support for the regional Workforce Investment Board (WIB). The WIB is a group of appointed local business, industry and education representatives that focus on meeting the local business needs for skilled workers and the training, education and employment of local individuals.

Economic Development Issues Analysis

Prior to the initiation of the economic development planning process a survey was distributed to each member of the citizens advisory committee, as well as all elected officials and staff. They were directed to identify, from a list of twenty, those issues that most affected the city's ability to generate successful economic development. The following is a summary of those issues that represented the greatest number of responses.

Historic Preservation

Residents believe strongly in preserving the heritage and historic character of the city. The city is not only rich in its local history, but also in historic structures. In order to accomplish many of the economic development goals, historic preservation must be a key component. Ensuring the preservation and revitalization of historic areas will facilitate the process of invigorating the local economy more than destroying them will. The city plans to utilize its historic structures and build upon the historic character of Hoschton through all of its economic development initiatives.

Timing and Location of Infrastructure

Timing and location of infrastructure expansion are a major issue in economic development. The main issues of concern, for economic development purposes, are infrastructure capacities for water and sewer. To fully promote the city for economic development purposes, infrastructure expansion is necessary to attract new, and facilitate the expansion of existing, business. The city must continue to direct development, including population and employment growth, to those areas that can be served most efficiently, maximizing on existing capacities and infrastructure.

Local Jobs

In order to improve commuting patterns the city must direct its economic development efforts towards attracting employment opportunities that best match the skills of the local labor force, and attracting new residents that match the requirements of the local jobs. As illustrated in the section, "Commuting Patterns," workers traveling into Hoschton on a daily basis fill the vast majority of local jobs. New employment should better match the skills of the local labor force in order to reverse this trend.

Downtown Development

This issue is directly tied to historic preservation, as the city's proposed historic district is located in the historic downtown core. Revitalizing the downtown is important to residents and can help to foster a greater sense of community. Restoring the central business district to a more traditional role, as an employment, shopping and gathering center, helps to balance the growth of the city and build additional economic development resources for the local economy.

Transportation

The city has experienced a period of rapid growth, which should continue throughout the planning horizon of this document. As development continues along major roadways, congestion mitigation needs to be addressed at the earliest possible stages to minimize the overall impacts on the transportation network. As a component of this, alternative transportation issues need also be addressed to increase the level of bicycle and pedestrian activity throughout the city.

Natural Resource Limitations

In order to maintain and expand infrastructure capacities it is imperative that natural resource limitations be examined and closely monitored. Of particular importance are the source and supply of potable water and the pollution levels created from wastewater discharge. Economic development must not be allowed to occur at the expense of the natural environment.

Other Issues

These issues appeared on a number of surveys, though not as prominently as the aforementioned.

- 1. Business Retention:** The city should be proactive in working with existing business and industry to help determine key factors associated with retaining a location in Hoschton.
- 2. Redevelopment:** Because of the age and deterioration of certain areas of the historic district, historically sensitive redevelopment efforts must occur to fully revitalize the historic downtown.

Needs, Goals, and Local Assessment

Economic Base Assessment

The economic base inventory, presented in the first section, provides an overview of the city's economic makeup. The assessment attempts to look at some of the underlying factors that have led to the existing conditions of the local economy and identify strategies for improving them. Table 11 presents the location quotient analysis for each of the major industry sectors of the local economy. In order to get a closer look at the existing specialization of the economy it is important to refine the search beyond major industrial sectors and look at sub-categories within each of those sectors. It is also important to note that this analysis looks at the local economy as a whole and deals with all local jobs as opposed to looking solely at employment characteristics of the local workforce.

As mentioned previously in the first section, economic base theory's guiding principle is that all economic activity can be classified as either basic (export oriented) or non-basic (local serving). Based on this principle, the theory further states that an area's economic stability is dependent on outside demand for locally produced goods and services. The location quotient analysis attempts to identify the basic sectors of the town and in which of those sectors the city enjoys a competitive advantage over other local economies.

Industries with location quotients greater than 1.25 indicate relatively high production of a good or service and are categorized as basic industries that help to support the economy as a whole. Conversely, those industries with location quotients less than 0.75 indicate sectors that are not meeting local needs. A location quotient between 0.75 and 1.25 are generally considered self-sufficient.

The analysis reveals thirteen sub-sectors with location quotients significantly above 1.25. Indicating that these areas are relative strengths of the local economy. Of the major industrial sectors, the largest location quotients are found in the manufacturing (Tetrad Inc., Precision Medical, and Jaeger Metal Fabrication) and construction sectors (Georgia Foundation, R.W. Construction, and Stephen Ross Plumbing Inc.). Within the services major industrial sector the professional, scientific and technical services sub-sector had the largest location quotient of all services sub-sectors, illustrating the potential to build on the high-end service sector firms to match the skill levels of the local population.

The analysis also revealed thirteen sectors with location quotients under 0.75, indicating that these sectors may not be meeting local needs. It is difficult to gauge the relevance of these statistics because of the relatively small economy that Hoschton represents. The larger numbers indicate that certain sectors are succeeding at greater rates in Hoschton than in other areas of the state. Whereas, the smaller numbers may simply mean that there is not a large enough population yet to fully support those sectors. Areas that may provide some insight are the retail and service sector, as these should have location quotients that, at a minimum, are approaching 0.75-1.25. The low figures associated with the sub-sectors may reveal potential gaps in the local economy.

Table 11
Hoschton Location Quotient Analysis
 Source: U.S. Census Bureau 1999 County Business Patterns

Major Industrial Sector	NAICS Code	Sector	City Employment	State Employment	Town L.Q.
Agricultural Services	11	Totals	0	9273	-
Mining	21	Totals	0	6598	-
Construction	23	Totals	132	202322	4.72
	233	Building, developing, general contracting	3	50542	0.43
	234	Heavy construction	10	30975	2.33
	235	Special trade contractors	119	120805	7.12
Manufacturing	31-33	Totals	115	518063	1.60
	321	Wood product manufacturing	26	29215	6.43
	326	Plastics and rubber products manufacturing	50	30089	12.01
	327	Nonmetallic mineral product manufacturing	13	20556	4.57
	332	Fabricated metal product manufacturing	15	33163	3.27
	334	Computer and electronic product manufacturing	10	16225	4.45
	336	Transportation equipment manufacturing	1	48548	0.15
TCU	22, 48-49, 51	Totals	10	134055	0.54
	48-49	Transportation and warehousing	10	134055	0.54
Wholesale Trade	42	Totals	0	198709	-
Retail Trade	44-45	Totals	60	464368	0.93
	441	Motor vehicle and parts dealers	28	58129	3.48
	443	Electronics and appliance stores	1	13859	0.52
	444	Building material, garden equipment dealers	7	43422	1.17
	445	Food and beverage stores	2	98455	0.15
	447	Gasoline stations	5	30929	1.17
	451	Sporting goods, hobby, book, and music stores	1	14995	0.48
	453	Miscellaneous retail stores	16	23700	4.88
FIRE	52, 53	Totals	25	222659	0.81
	52	Finance and insurance	8	163910	0.35
	522	Credit intermediation and related activities	7	79856	0.63
	524	Insurance carriers and related activities	1	66467	0.11
	53	Real estate, rental and leasing	17	58749	2.09
	531	Real estate	8	35363	1.63
	532	Rental and leasing services	9	21709	3.00
Services	54-56, 61-62, 71-72, 81, 95	Totals	140	1414782	0.72
	54	Professional, scientific and technical	71	202537	2.53
	56	Administrative, support, waste management and remediation	20	330441	0.44
	61	Educational services	11	63775	1.25
	62	Health care and social assistance	4	341987	0.08
	71	Arts, entertainment and recreation	2	35602	0.41
	72	Accommodation and food services	7	295906	0.17
	722	Food services and drinking places	7	250841	0.20
	81	Other services excluding public administration	25	144534	1.25
	811	Repair and maintenance services	16	37463	3.09
	812	Personal and laundry services	9	34867	1.87
Total Employment			482	3483500	-

Calculations by NEGRDC

- Shaded areas represent totals for the major industrial sector.
- NAICS is the North American Industrial Classification System code.
- Total employment differs from the total stated in the section on "Sector Employment" because this information represents data collected on the total number of jobs in the municipality rather than the employment information on the local workforce.
- City LQ refers to the location quotient value. The location quotient is a ratio comparing the percentage of employment in a specific industry in the local economy with the employment percentage in the same industry in the state economy.

Note:

The location quotient is meant to serve as a guideline to help identify potential strengths and weaknesses in the local economy that could be further pursued. Its general assumptions are that demand is constant throughout the state, labor productivity does not vary, and that each firm within an industry produces an identical product. Every

community does not need to be self-sufficient in every sector and a location quotient less than one may not be cause for alarm. According to economic base theory's general principles, basic (export) employment is the engine that drives local economic activity and linkages it creates lead to increased non-basic (local serving) employment. For example, an economic base ratio of 1:2 indicates that for every new basic job two new non-basic jobs are created. This is referred to as an employment multiplier. The use and reliance on multipliers is not a recommended strategy because they are inaccurate, and generally inflated. However, they do serve as a general guideline to illustrate the significance of new export industries locating within a community and the linkages that they create within the local economy.

Based on the information in Table 11, Hoschton houses a total of 482 jobs. Of these jobs, 289 can be considered basic and 193 non-basic sector jobs. This creates a basic to non-basic ratio of 0.67. What this illustrates is that for every new basic sector job in Hoschton a total of 1.67 jobs are created.

Despite the fact that Hoschton has an abundance of basic sector employment opportunities, there have not yet been sufficient linkages developed to have a major impact on the non-basic sector. This explains the relatively low multiplier value of 1.67. This may also help to explain the reasoning behind the low location quotient values for many of the retail and service sub-sectors, as well as other non-basic sectors, such as finance and insurance.

In order to generate a greater balance between the basic and non-basic sectors and to ensure that locally serving industries are self-sufficient a greater proportion of new basic sector employees must reside in Hoschton. As the local population rises more proportionately with employment the demand for locally serving businesses will increase accordingly.

Labor Force Assessment

The labor force assessment attempts to determine whether or not the jobs available in the community are appropriate to the residents in terms of skill and education levels required, and wages paid. The inventory and economic base analyses sections have identified strengths and weaknesses of the local economy, which are directly related to the characteristics of the local labor force.

As the population continues to increase, with the majority due to in-migration, the levels of educational attainment have risen dramatically between the 1990 and 2000 Census years. The difference between the city and state level with a minimum high school diploma has decreased from 17.4% below state levels in 1990 to 0.6% above state levels in 2000. The city has also experienced a substantial increase in residents possessing a bachelor's degree or better rising from 9.9% below state levels in 1990 to 6.4% below state levels in 2000. This is further illustrated by examining the change in percentage in the Managerial, Professional and Related Occupation category that increased from 11.1% to 28.2% over the same time period.

Despite the increased education levels and large presence of a professional service workforce, the economic base analysis illustrated the outflow of local employees to employment opportunities in non-local markets. In order to strengthen the local economy, new employment opportunities need to be matched with the skills of the available workforce to decrease these economic leakages.

Economic Development Agencies, Programs and Tools Assessment

As mentioned, Hoschton needs to increase its ability to market itself to potential businesses and industries as a suitable location for location or expansion. The region is rapidly expanding in terms of economic development and there are opportunities for Hoschton to invigorate the local economy while preserving the historic character of the city. This can be done through the transportation enhancement streetscape project, intended to revitalize the downtown, as well as increased cooperation with economic development agencies and developers in promoting the positive characteristics of locating in Hoschton.

The current availability of well-sited, fully serviced, industrial and commercial zoned land is one of the city's strongest assets and facilitates the expansion of the local economy while minimizing negative impacts on the surrounding community.

Needs, Goals, and Policies

Goal: Increase employment opportunities through the promotion of orderly economic growth that maintains, or enhances, the existing quality of life and utilizes historic resources in an efficient and productive manner.

Need: Concentrate economic development efforts on promoting business retention and expansion that matches the local labor force.

Policy: Match the skills of the local labor force with prospective business and industry.

Policy: Improve and expand local infrastructure to meet future economic development needs.

Need: Maintain the character and context of the downtown district.

Policy: Ensure that the downtown streetscape project is completed in accordance with the existing downtown structures.

Policy: Promote a context sensitive design of the downtown that incorporates a mixed-use component, including retail, restaurant and residential uses.

Need: Economic development efforts should not be undertaken at the expense of the local environment.

Policy: Promote existing downtown areas as viable business locations.

Policy: Promote cluster commercial and industrial development to maximize the efficient use of available land and preserve as much of the natural vegetation as possible.

Policy: Promote the preservation of historic structures for use in economic development efforts wherever feasible.

Need: Coordinate economic growth with the Future Land Use map and all other sections of the Comprehensive Plan to ensure that quality development occurs in suitable locations.

Policy: Recruit and locate business and industry that are compatible with adjacent land uses.

Policy: Ensure that adequate land is zoned to accommodate future commercial and industrial expansion.

Policy: Coordinate all economic development initiatives with environmental protection policies and regulations ensuring the preservation of existing natural and cultural resources.

Need: Increase marketing efforts to prospective employers, promoting Hoschton's attractiveness for location or expansion of locally compatible business and industry.